

Highway gets mixed review

The first portion of the Secretary of State's Performance Audit, of the Highway Division's maintenance program, contains a mixture of good news and bad news.

The good news is that the auditors praised Highway maintenance employees' contributions and productivity, along with the condition of Oregon's highways in the face of higher traffic volumes.

The bad news dealt with the maintenance management system and budgeting process.

"We received both compliments and criticisms. We disagree with a few of the criticisms but others are right on target and we will take corrective action," State Highway Engineer Don Forbes told the Transportation Commission in July.

Deputy State Highway Engineer Don Adams and Maintenance Engineer Jack Sullivan are reviewing the audit and developing responses.

"Our people were commended, but some of our processes need improvement," Forbes said. The six-month review "pointed out that our people take pride in their work and that they've been innovative about finding ways to work more effectively."

The audit also noted that the quality of Oregon's highways are improving. Sixty-seven percent of the state's highways were recently

See AUDIT, Page 4



IMAGINING--Dennis Wiley, historian at Champoeg State Park, tells tales of sternwheeler life at the park's renovated Visitors Center. See story, page 5.

Garden tender



IN THE FIELD--Jim Johnson, District 3 Landscape Crew supervisor, Salem, checks a test plot of wildflowers being grown off Interstate 5 south of the Woodburn interchange. The plot is being used to distinguish the hardiest flowers for Oregon's climate and soils. A federal law enacted in the spring of 1987 requires one-quarter of one percent of landscape project costs to be spent on wildflower development, according to Agronomist Joe Hay.

Classification study causes concern; process available for correction

So, you've just received word of how the state's new classification system will affect your position. If you're not satisfied with the results, what can you do?

Plenty, according to Rosemary Green, personnel analyst with ODOT's Personnel Services Section.

In July, ODOT employees were informed of their new job classifications and of the salary levels the Executive Department proposed for those classes. The new Oregon Public Employees Union classification negotiations begin this month, which includes pay for those classifications, according to Green.

The department is currently involved in an informal "agency review process," in which employees may inform the Personnel Services Section if they consider that their class specifications don't accurately reflect their job responsibilities.

Employees also have that same option if they are dissatisfied with their pay level, although Green recommends consulting their union representatives.

"We strongly encourage ODOT

employees to fill out the review form to provide our office with information that will help us create a better classification system," Green said.

Forms to request an informal review of position allocations are available through the Personnel Services Section. A position description must be attached to that form.

A videotape that describes the classification process has been made available to all Highway Division region offices, Parks Division district offices and all Motor Vehi-

cles Division field offices. Copies may also be checked out by Salem-based employees by contacting the Personnel Section at 378-6281.

A toll-free classification system hotline was recently established. That number is (800) 282-7177.

Personnel also has periodically issued classification reports by eMAIL.

The goal is to have the new classification system in place by the 1989 legislative session. Its earliest possible implementation date would be July of 1989, according to Green.

Paperwork: Less is more

A one-inch thick pile of paper in Cam Gilmour's office is actually reducing--not increasing--the Highway Division's mounds of paperwork.

Gilmour, Program Section manager, led a paperwork-reduction project that generated the pile.

In it are suggestions from top

Highway managers on how to cut paper piles down to size. Among those ideas: Using the electronic mail system more selectively, and combining or streamlining or eliminating forms.

"Some of the suggestions are as simple as, 'Use the phone

See PAPERWORK, Page 5

HIGHLIGHTS OF THIS ISSUE...

PAGE 3 The Jackson Scholars fund nears its goal after the last employee fund drive.

PAGE 4 The opening of I-82 marks the end of Oregon's interstate construction program.

PAGE 5 The new graphic license plate is proving itself popular among Oregon motorists.

PAGE 8 Candid Comments asks if employee recognition programs are important, and why.

COMMENTARY

Future demands the pursuit of change

By BOB BOTHMAN
ODOT Director

As I spent time early in July fishing at Diamond Lake with my four grandchildren, I thought about their future in Oregon as they grow up over the next two decades. And I arrived at a conclusion.

I believe the key to their future is based on how fast we can change and respond to current demands. As Oregon develops over that 20-year time span, we must learn to feed on that constant change.

The fishing at Diamond Lake was only so-so, but the week I spent with my grandchildren more than compensated.

Having the opportunity to teach my grandson the rudiments of a fishing pole was pretty exciting. He's only five weeks old, yet I'm convinced that's high time to start learning--and appreciating--Diamond Lake fishing.

For him and my two eight-year-old granddaughters, fishing was a new experience, and I'd like to think they grew a bit because of it.

The time away from work provided

me with opportunity to reflect on a book ODOT division administrators and Executive Staff reviewed recently, Tom Peters' "Thriving on Chaos" drives home a message that's both timely and vital in today's business climate--how to appreciate and enjoy change. For most of us, that isn't an easy attitude to accept.

core paradox: All leaders at all levels must foster internal stability in order to encourage the pursuit of constant change.

With that in mind, I believe we've made strides in the last year at ODOT to develop future strategies for the department. We've set new directions for activities handled by our Highway,

'Thriving on Chaos' drives home a message that's both timely and vital in today's business climate--how to appreciate and enjoy change.

The key to our future--to the future of the department and of Oregon--is based on how fast we can manage the changes we face over the next few years. As I talk with employees and people who do business with us, I become increasingly convinced that we are at a turning point in determining Oregon's future.

Considering that the state's economy is on an upswing, its current growth and the technological developments at our disposal, we are living in a changing society. Whether we can adapt and direct the development of Oregon will be decided by how fast we can assimilate and react to the changes, as Oregonians and members of the Department of Transportation.

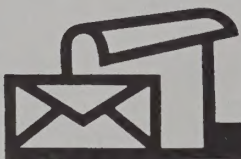
"Thriving on Chaos" carries with it a

Parks, Motor Vehicles, Aeronautics and Public Transit divisions.

Considering the progress we've made, those changes have been made with relative ease. You probably have followed most of those changes as they have unfolded--changes in the management of the department and its divisions, in the appointment of new personnel and, generally, in the department's culture. Perhaps that's a reflection that we, in fact, are excited about changing the way we do business.

We must constantly create and promote change, as it's the lifeblood of any progressive organization. To do that, our vision must remain clear--to encourage continual risk taking, test ourselves and broaden our potential.

Letters



In the public eye

Dave Moomaw,
Motor Vehicles Administrator:

I deal with many of the state DMVs nationwide everyday, and I have yet to come across a DMV that is staffed by a group of people who are nearly as polite, helpful and personable as the DMV people working in Salem.

They are to be congratulated for the wonderful manner in which they deal with the public. I feel that many of the state DMVs (in fact, just about all of them) could really take a lesson from your group.

Glen Crookston
Financial representative
Associates Commercial Corp.
Salt Lake City

Likes Shore Acres

Dave Talbot,
Parks Division Administrator:

My wife and I recently returned from a wonderful three-week trip in Oregon, in which we visited numerous state parks. We constantly marvelled at your park vistas, their cleanliness and quantity of parks in Oregon.

One day, for instance, we travelled 140 miles along the coast but it took us eight and a half hours

because we stopped so much along the way.

Our favorite state park was Shore Acres, although each was worth visiting. Our sincere thanks and appreciation to your department for doing such a wonderful job.

Edward and Molle Grad
Miami, Fla.

Deer damage

Dick Nelson,
District 10 Maintenance Supervisor,
Bend:

I was driving east on U.S. 20 about three miles east of Sisters this spring when a large deer suddenly ran onto the road and ran into the left front of my pickup. The impact caused considerable damage to the left fender and front end sheet metal.

I pulled off the road. A west-bound passenger car stopped where the deer was laying and turned on his flashers. Then a state of Oregon pickup arrived, turned on its warning flashers and stopped. The driver removed the deer carcass from the road and, after seeing that the road was safe and clear, he returned to my pickup. The first thing he asked me if I was okay; I assured him I was.

After surveying the damages, he helped me make emergency repairs so that I could safely drive into Bend.

This man, Ralph Callison, should be commended not only for his safety-conscious attitude, but for being so considerate and helpful. It's not surprising that he's [highway maintenance] supervisor of the Sisters district.

Glen Johnston
Stalick Truck Sales
Bend

Neat field trip

Dear Oregon State Parks system:

This spring, Tiller School went on a five-day coastal field trip. When we ate lunch, we stopped at many different state parks such as Cape Perpetua, Shore Acres, tide pooling at Yaquina Head, and Haceta Head.

We especially enjoyed the cleanliness of each park. Usually, we didn't find trash. Keep up the good work.

Melissa Yamamoto
Tiller

'Professional cool'

Al Vasquez,
Medford DMV Office Manager:

We would like to commend you for choosing two of your employees--Kim Frost and Ed Turner.

They have been extremely friendly and helpful every time we

have come in to do business with you. They have gone out of their way to help us with any problem that we had. They have been professional while under pressure and have kept their professional cool at all times.

We think that they are special people in this day and age, when these qualities, service and caring are so hard--if not impossible--to find.

Owen and Shelley Ashworth
Medford

(Frost is a classified examiner and Turner is a lead worker at the Medford DMV field office.--Editor)



ODOT NEWS

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The Oregon Department of Transportation

Office of Public Affairs
140 Transportation Building
Salem, Oregon 97310
Phone: 378-6546



Work parties clear Oregon Coast Trail



IN THE CLEAR--At Ecola State Park, Frenchie LeCompte, a retired Parks manager, uses lopping shears to clear a portion of the Oregon Coast Trail. In the background are Sue and Tom Boardman of Portland and Mel Story, a retired park ranger.

Trips planned into September

Interested in working on the Oregon Coast Trail this summer?

Work parties are scheduled to improve or maintain portions of that trail now through late September.

The trips are designed to provide individuals, families or small groups a chance to get involved, according to Pete Bond, trails coordinator for the Parks Division.

The work parties are being led by Roland "Frenchie" LeCompte, a retired Parks manager. To register, contact LeCompte at 581-0317, or write him at 2225 Laurel Ave. NE, Salem, Ore. 97301.

Tools will be provided.

The scheduled trips include: Oswald West, Arch Cape to U.S. 101 (Aug. 11); Oswald West, U.S. 101 to Cape Falcon (Aug. 24); Oswald West, Necarney Creek to U.S. 101 (Sept. 9); and Oswald West, Neahakanie Mountain (Sept. 22).

Glenn Jackson Scholars fund within sight of goal

After four years of employee fund drives, the Glenn Jackson Scholarship program has come within striking range of its \$250,000 goal.

To make that mark, fund drive chairman Gary Potter said the scholarship fund can rely on proceeds generated by "the fun things," such as the annual bowling tournament, The Scholars Store

No employee fund drive will be held in 1989.

and donations from the Transportation Commission and friends of Glenn Jackson.

A \$250,000 balance in the Glenn Jackson Scholars account will draw enough interest to perpetually fund eight, four-year \$2,500 annual scholarships for children of retired ODOT employee or dependents of active employees.

No employee fund drive will be held in 1989, although tax-deductible contributions are always welcome, according to Potter.

"We originally told our employees we would ask for their contributions for two years," he said. "We just completed our fourth year, and we've sort of worn out our welcome."

The latest fund totals indicate the level is at \$235,397. That includes \$138,329 in employee contributions, which accounts for nearly 59 percent of the fund's current total.

Anonymous contributions--from Transportation Commission members, friends of Glenn Jackson and others--have totaled \$87,478 to date. That accounts for 37 percent of the fund tally.

The annual bowling tournament, organized each year by Brenda and Bob Trump of the Motor Vehicles Division, has contributed \$6,589 since it began in 1985.

Proceeds from The Scholars Store have not yet been announced.

Scholars Store adds new items

The Scholars Store, ODOT's emporium of logoed garments, has again expanded its selection to include children's t-shirts and unlined nylon windbreakers.

Children's t-shirts are available in sizes 2-4, 6-8, 10-12 and 14-16, at a cost of \$6 each. They come in tropical pink, aqua, red, royal blue, navy blue, and orchid.

Unlined nylon windbreakers cost \$17 each and come in small, medium, large, extra-large and

extra-extra-large. They are available in six colors, including columbia blue, royal blue, orange, maroon, silver, and navy blue.

The children's t-shirts and unlined nylon windbreakers have the ODOT logo, but also are available without logos upon request.

Proceeds from The Scholars Store benefit the Glenn Jackson Scholars program. Contact Donna Graning in Public Affairs, Salem, 378-6546, for more information.

NEWS BRIEFS

Publication covers entire Oregon Coast Trail

The Parks Division has produced an Oregon Coast Trail Guide--the first publication ever to contain trail information for the entire coast.

The guide, which incorporates a map and written descriptions of trail locations and access points, was printed on tear- and water-resistant paper to prolong its usefulness for hikers, according to Trails Coordinator Pete Bond. The free publication is available at Parks' five regional offices and at the division's Salem office.



Oregon State Capitol listed on Historic Register



On the year of the Oregon State Capitol's 50th anniversary, it has been officially entered into the National Register of Historic Places, according to the Parks and Recreation Division.

The Register, the official list of the nation's cultural resources worthy of preservation, includes districts, sites, archeological sites, buildings, structures and objects of national, state and local significance.

Highway collects \$1 million in damage claims

The Highway Division has collected \$1,035,188 so far this year for accident damage to Oregon's roads and bridges, according to the Oregon Attorney General's office.

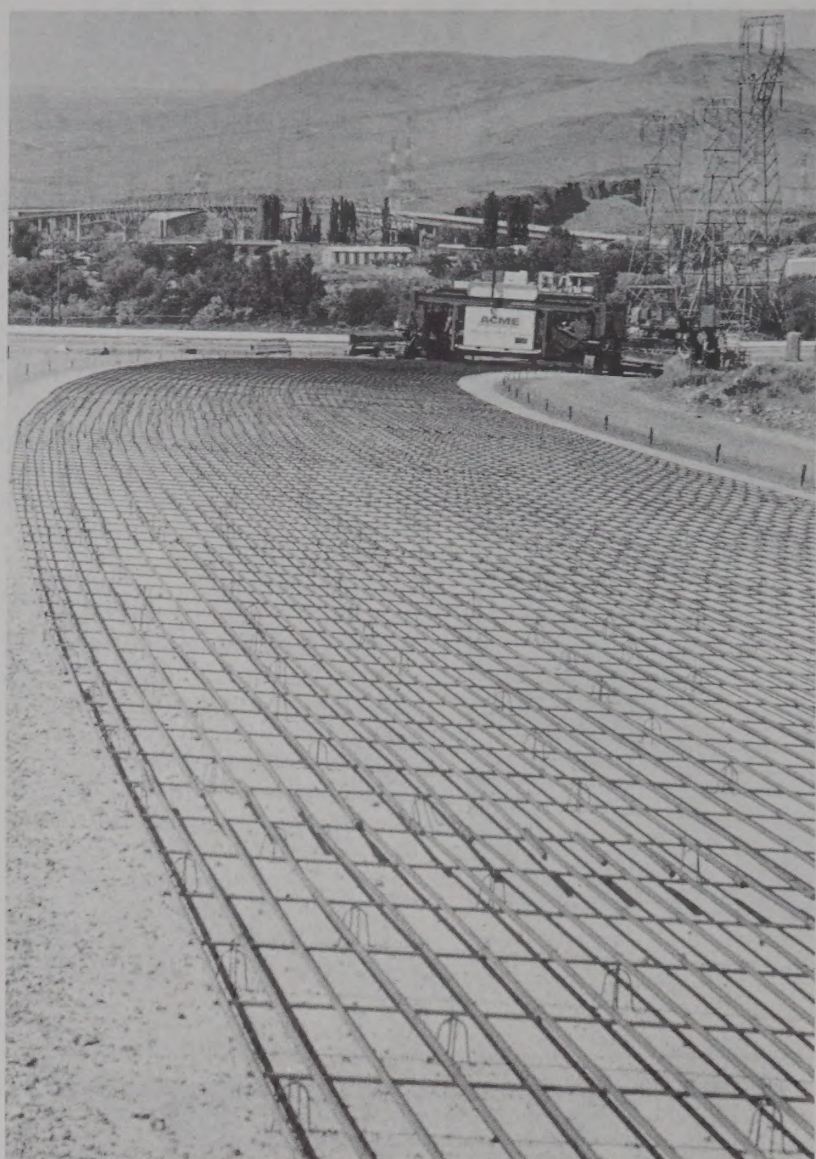
The largest of those claims was \$800,000 for damage done by a ship that struck the U.S. 101 Columbia River Bridge near Astoria in 1987.

Hiker/biker camps, horse corrals open in July

Washburne State Park now has a hiker/biker camp with eight sites, and Cape Blanco State Park has three double horse corrals and six primitive campsites available.

The new facilities, which opened in July, add to similar campgrounds designed for hikers, bicyclists and equestrians available at 21 other state parks, most of them on the Oregon Coast.

Last link



ALMOST DONE--The completion of Interstate 82 in September will mark the completion of Oregon's interstate construction program.

I-82 finish to mark highway milestone

A grand opening celebration on Sept. 20 will mark the completion of Interstate 82 and the last link in Oregon's interstate construction program.

ODOT Special Assistant to the Director John Elliott told of plans to mark the event at the Transportation Commission's July meeting.

A ribbon cutting ceremony scheduled for 11 a.m. that day

will follow the commission's monthly meeting in Hermiston.

The 14 living former Oregon Transportation Commission members have been invited.

In honor of the interstate system being a part of the national defense system, commission and ODOT staff members will ride a HMMV, a large combat vehicle, to the ribbon-cutting site.

3 'Express' offices open

By summer's end, Oregon will have seven DMV Express offices.

The newest opened in Eugene's Valley River Center in mid-July. Two more are scheduled to open this month--in the Lancaster Mall, Salem, and in the Rogue Valley Mall, Medford.

Four other DMV Express offices are in the Portland area--at the

Clackamas Town Center, Beaverton Mall, Lloyd Center and Mall 205.

Jackie Vehrs, previously manager of the Cottage Grove field office, is manager of the Eugene DMV Express office. Rick Trevino, currently manager of the South Salem field office, will manage the Lancaster Mall DMV Express office. Janet Schmidt, a motor vehicles representative at the Grants Pass field office, will manage the Rogue Valley Mall DMV Express office.

A grand opening ceremony was held July 29 at the new Eugene mall office, while grand openings are scheduled at Lancaster Mall on Aug. 23 and Rogue Valley on Aug. 25.

DMV Express offices offer even- and weekend hours.

Remembering

Laurence Smitton, district maintenance superintendent (position now known as district maintenance supervisor), District 12, Pendleton, died June 14. Smitton, who was 88, retired from the Highway Department in 1969 after 47 years of service.

Tailor budget to local conditions, audit says

Continued from Page 1

rated in fair or better condition, according to the 1988 Pavement Condition Report. Forbes attributed that improvement to the Surface Preservation Program and more productive Highway crews.

A major concern of the report was that higher traffic volume and age are speeding up the deterioration of roads and bridges. Intensive effort is spent on near-crisis situations, and sometimes crews lack time for preventative maintenance to keep roads in good condition.

The audit recommended the Highway Division to take immediate preventive action.

said. "Instead of budgeting from the top down, eventually, we need to build the budget from the bottom up. As we develop our new accounting system, TEAMS, we will be able to do that."

The audit compared the costs of having maintenance work done by the state with the costs of contracting with the private sector to do that work. The audit found it was generally more cost effective to have the state continue to do highway maintenance.

At a local level, the audit urges closer work with cities and counties on bridge inspections.

The audit recommends the

'We need to start planning at the crew level and considering budget recommendations from district or section supervisors.'

--Don Forbes



"I can't fault our supervisors or crews for responding to urgent needs or safety problems first," said Forbes. "But we know it's cheaper to maintain good roads now than to rehabilitate them after they've deteriorated."

An area needing improvement is the computerized Maintenance Management System. That system is not sufficiently used and is not working as intended. Because it doesn't provide enough accurate information for planning, it is not aiding productivity.

The report criticized the maintenance budget as not considering local variations in road conditions, weather or truck volume. The report acknowledged that extra snow control during an unusually hard winter depletes resources for other maintenance.

"We need to start planning at the crew level and considering budget recommendations from district or section supervisors," he

agency aim for four to five percent performance improvement during the next year--through better planning, scheduling and monitoring maintenance.

"We don't know if we can achieve the \$3 million in additional work the report claims. But we know we have some of the resources needed--in our people," Forbes said. "But as the audit reports out, a lot of crews feel personally responsible for their sections of road. And individuals have come up with innovations in equipment or ways to do things," he said.

The Highway Division is the first state agency to undergo a performance audit. The 1987 Legislature linked the audit with House Bill 2112, legislation that included an increase in the state gas tax of 2 cents every year for three years. The Secretary of State's Audits Division will also examine project development, construction and fleet management programs.

1989 legislative session may be relatively quiet for ODOT

Although they have not yet all been cleared for introduction, more than 40 ODOT concepts are currently under consideration for the 1989 Oregon Legislature.

Many of the proposals are "housekeeping" in nature, often only requiring a change in statute wording or slight modifications to existing law.

Others, subject to closer examination between now and deadline dates for pre-session filing of bills, would have a major impact.

Division concept totals vary. Parks and Aeronautics each currently are proposing a pair of concepts, while Public Transit and Central Services each list three, Highway five, and Motor Vehicles,

26.

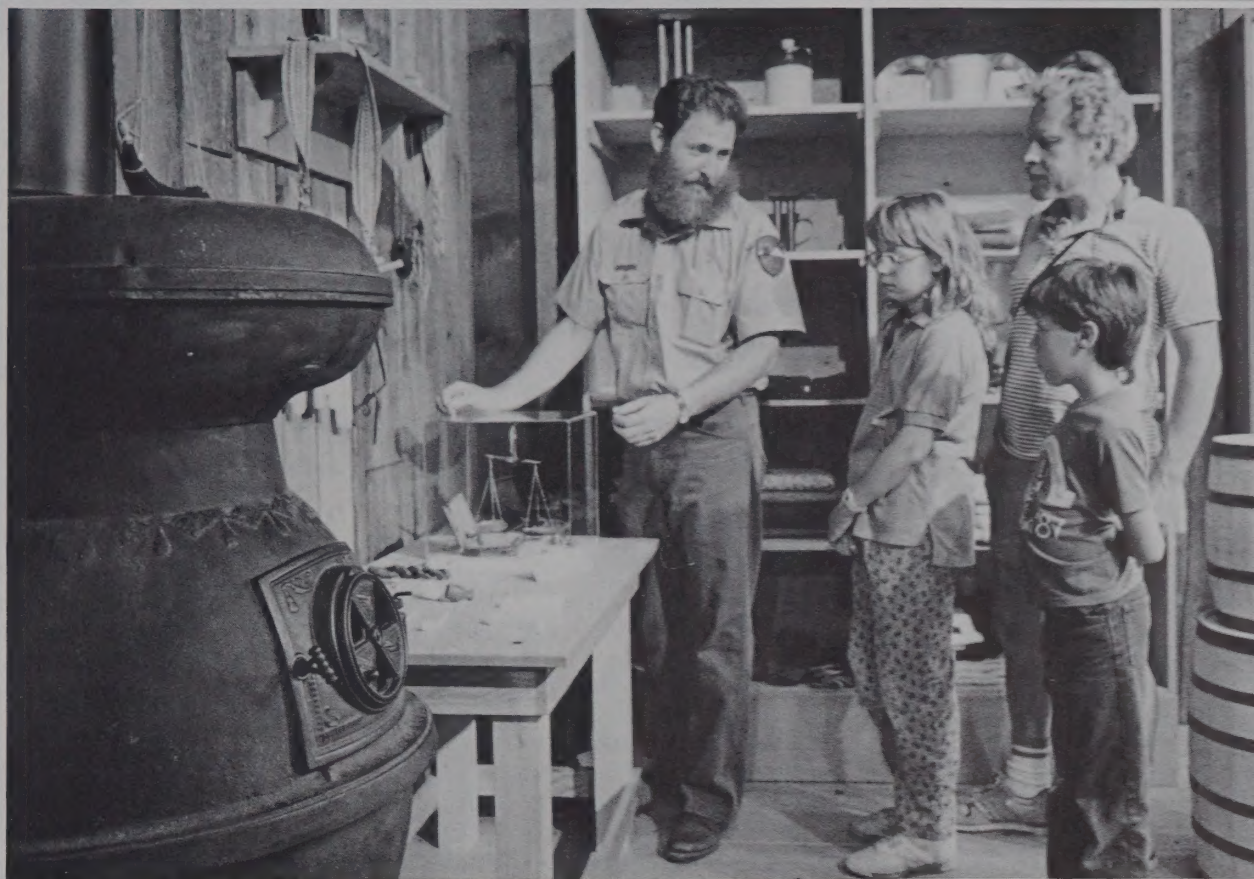
Formal drafting of new laws and amendments will begin following a review process which involves affected agencies, the Executive Department and representatives of the Governor's Office.

Correction

An article covering the repairs to the Highway Division's accounting system in the August *VIA* incorrectly reported Doug Goldbach's title.

Goldbach is controller of the Highway Division's Accounting Section.

Champoeg Visitor Center gets facelift



BACK IN TIME--Park Historian Dennis Wiley describes the center's new general store display.

New historic displays, including a replica of a riverboat wheelhouse and a general store, have been constructed at the visitor center at Champoeg State Park.

The visitor center features displays and artifacts of the Champoeg and French Prairie area dating from the 1800s.

The previous displays had been in place since the center was built in the mid-1970s. The new displays were designed and constructed by Image Resources, Salem.

Founding of the Provisional Government of Oregon traditionally is marked from the meeting of Willamette Valley settlers at Champoeg May 2, 1843.

Park Historian Dennis Wiley said the new displays "divide the Champoeg story into six distinct time periods ranging from prehistory through recent archaeological digs.

Displays focus on the native Kalapuyans, fur traders, a mural depicting the provisional government vote, commercial trade, the steamboat era on the Willamette and the floods that destroyed the town.

Emerging businesses enticed with Highway fund

When opportunity knocks, the Highway Division soon will be able to respond quickly.

The Transportation Commission has approved creation of an Immediate Opportunity Fund that will allow the state to respond quickly to firms that want assurance of a road improvement before they commit to locating, expanding or staying in Oregon.

The fund will be financed with revenue from the recent state gas-tax increase at a level of \$5 million a year. The maximum amount available for any single project is \$500,000.

Oregon's opportunity fund is patterned after Iowa's successful RISE (Revitalize Iowa's Sound Economy) program. Since that program was initiated in 1985, more than \$47 million have been spent on 120 road improvement projects. Officials in the Iowa Department of

Transportation contend that these projects helped foster more than 10,000 new jobs in the state. Seven other states have similar programs.

Ted Spence, manager of the Highway Division's Region 1 Plan and Program Section, described the program.

The Oregon opportunity fund would be used in cases where road improvements are needed to influence the location or retention of a firm or development, according to Spence. The developer must show the economic benefit of the project--that jobs will be created or saved.

The fund is not to be used for speculative investments. Before any funds are committed it must be demonstrated that the development will proceed.

Matching funds must be available and preference will be given to projects that offer matching local or

private funds of 50 percent or more.

A decision to grant immediate opportunity funding will be made by the Transportation Commission within 30 days of application.

Before the creation of the new fund, a decision to finance a project was generally made through the Six-Year Highway Improvement Program process. Often that process is too slow to respond to economic development opportunities, Spence said.

Spence recalls a recent case where an overseas firm wanted assurance of a road improvement before committing to locate in the Portland area. But the Six-Year Highway Improvement Program had already been approved.

"So this company comes in six months too late and we had no money to untie," Spence said.

Two parties in Oregon are working on specific developments and

have already begun the application process for immediate opportunity funding.

HISTORY

AUGUST 1983

- Oregon broke new ground by launching its Tourist-Oriented Directional Sign Program--the first of its kind in the nation. The first TODS sign erected in the state, south of Dundee, marks the Sokol Blosser Winery.

- The scenic Rogue River Bridge was declared a National Historic Civil Engineering Landmark.

- Paul Burket, Aeronautics Division administrator, was named Pilot of the Year.

AUGUST 1978

- A statewide poll indicated 68 percent of Oregonians strongly supported implementing a \$2 surcharge for out-of-state campers in state parks. The surcharge was most strongly supported in the Portland area and least supported along the coast.

- Flash floods ravaged Central Oregon bridges, roads and towns. Highway Division crews worked around the clock to reopen state roads.

- A task force was appointed by then-State Highway Engineer Scott Coulter to study the public's attitude toward highway maintenance workers, how workers view themselves and ways of improving that image.

Paperwork. . .

Continued from Page 1

instead of the pen where appropriate' but others may require equipment or procedural changes, so they will require some research," Gilmour said.

He will ask affected managers to evaluate suggestions for possible implementation or for other solutions and to consider how best to circulate the most effective paper-reducing ideas.

State Highway Engineer Don Forbes, in asking Gilmour to draft a policy, said he is convinced that too much paper interferes with work efficiency and productivity.

New plate sales off to good start

Oregon's new graphic license plate is proving itself popular.

On July 1, the first day it went on sale at DMV field offices, the division sold 5,315 license plates--more than five times the average daily number sold. During the following week, sales averaged about 3,000 per day.

Golf tourney to benefit Jackson Scholars

A golf tournament set for Aug. 20 will benefit the Glenn Jackson Scholars fund.

Karl Goshorn, a senior heavy equipment mechanic with the Highway Division's Equipment Shop in Bend, is organizing the event.

Tee time is 7 a.m. at the Orion

Ann Snyder, manager of DMV's Public Affairs and Rules Section, said the division expects average daily sales to remain at 2,000 at least through the end of 1988.

Litigation previously filed against the Transportation Commission threatened to halt sales of the new plate, but has been terminated.

Greens, Bend. Cost is \$23 per person; about \$4 of that amount benefits the scholars fund, according to Goshorn. The tournament is open to all state employees and their families.

To register, send your entry fee to Goshorn, P.O. Box 5309, Bend, Ore. 97708, before Aug. 12.

Way back when. . .



RUTS--Wagon tracks along the original route of the Old Oregon Trail, which led pioneers westward from Missouri in the middle 1800s, are still visible just off U.S. 30 in Umatilla County. This photograph, taken in the early 1950s, shows some of the original wagon tracks, partly covered with sagebrush and other growth.

Pettyjohn wins GOLD award for efforts at ODOT, home

Jim Pettyjohn, career development specialist with the ODOT Civil Rights Section, is one of three management service state employees who received the GOLD award from Gov. Neil Goldschmidt.

The GOLD award stands for Goldschmidt's Over-achiever in the Line of Duty, according to the Governor's Office.

Pettyjohn was selected for his work, community involvement and providing a nurturing home environment for homeless and foster children.

At ODOT, one of his primary responsibilities is managing the job rotation program in which employees pursue developmental assign-



Jim Pettyjohn

ments to broaden their marketable job skills. He also counsels employees on how best to achieve their career goals and other related activities.

At home, Pettyjohn and his wife care for 15 children, including nine of their own, three relatives and three foster children. Some of the foster children were born addicted to illegal drugs and with severe birth defects, he said.

ments to broaden their marketable job skills. He also counsels employees on how best to achieve their career goals and other related activities.

Retirements

Bartlett Bailey, highway maintenance worker 4, Roseburg, retired in June after 25 years of service.

James Chidsey, supervising highway engineer D, Salem, retires in August after 36 years of service.

James Findt, highway maintenance foreman 1, Springfield, retired in July after 13 years of service.

Richard Fraser, highway maintenance supervisor 1, Sylvan, retired in June after 37 years of service.

Allan Harwood, supervising highway engineer E, Milwaukie, retired in June after 35 years of service.

Roger Nitchman, weighmaster, Highway Division, Waldport,

retired in July after 11 years of service.

Judith Pommarane, motor vehicle representative 2, Beaverton, retired in June after 20 years.

Doris St. Clair, secretary, Highway Division, Milwaukie, retired in June after 27 years of service.

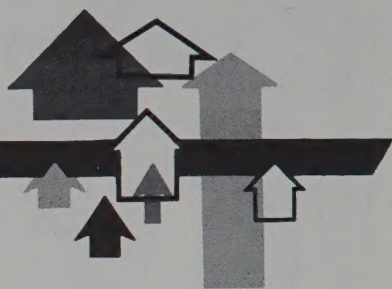
Dareld Steinke, highway maintenance supervisor B, Vale, retired in June after 40 years of service.

Newell Williams, environmental technician 3, Highway Division, Salem, retired in June after 21 years of service.

Francis Zimmerman, engineering technician 2, Highway Division, Salem, retired in June after 13 years of service.

Moving up

Moving up
Moving up
Moving up



Parks Division

Claude Crocker, park ranger 2 to park manager B, Clyde Holiday State Park, John Day.

Gary McDaniel, park ranger 1 to park manager B, Wallowa Lake State Park, Joseph.

Curtis Smith, park ranger 2 to park manager A, Clyde Holiday State Park, John Day.

Motor Vehicles Division

Sandra Baca, clerical assistant to clerical specialist, Salem.

Virginia Bertucci, clerical assistant to clerical specialist, Salem.

Robin Bjurstrom, data entry operator to clerical specialist, Salem.

Daniel Corgan, management analyst A to management analyst B, Salem.

Jeremy Kalos, clerical assistant to clerical specialist, Salem.

Verlene Klaus, clerical assistant to clerical specialist, Salem.

Janet Rees, clerical specialist, Salem, to motor vehicle representative (MVR) 1, Valley River Center, Eugene.

Linda Richards, MVR 2 to MVR 3, North Salem.

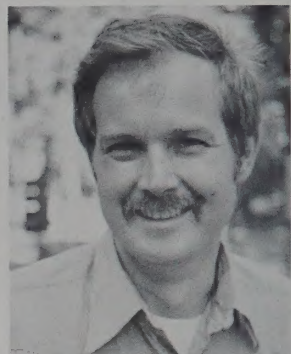
Patricia Schepke, clerical assistant to clerical specialist, Salem.

Beverly Tiner, MVR 1 to MVR 3, Ontario.

Alan Willey, MVR 3 to motor vehicle office manager A, The Dalles.

Ronda Woodrum, clerical specialist to administrative assistant, Salem.

Laura Zweigart, clerical assistant to clerical specialist, Salem.



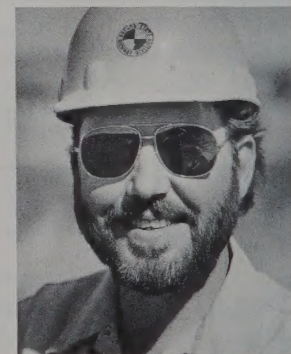
Gary McDaniel
Park Manager B
Wallowa Lake State Park
Joseph



Janet Rees
Motor Vehicle
Representative 1
Eugene



Robin Bjurstrom
Clerical Specialist
Motor Vehicles Division
Salem



Jack Boatwright
Highway Division
Highway Engineer 3
Ontario

Highway Division

Donald Angermayer, highway maintenance worker (HMW) 4 to highway maintenance foreman (HMF) 2, Eugene.

Jack Boatwright, highway engineer (HE) 2 to HE 3, Ontario.

David Brooks, geologist 2 to supervising geologist A, La Grande.

William J. Coles, Jr., highway maintenance supervisor (HMS) B to HMS C, Warm Springs.

Vicki Gaska, clerical assistant to engineering aide, Salem.

Monte Grove, HE 1 to HE 2, La Grande.

Dwayne Hofstetter, supervising highway engineer (SHE) D to SHE E, Salem.

Kenneth Husby, SHE D to SHE F, Salem.

David Justus, HMF 1 to HMS B, Vale.

Kenneth Karnosh, SHE C to SHE D, Salem.

Ernest Keiski, HMF 1 to HMS B, Waldport.

John Linson, HMW 3 to HMF 1, Roseburg.

Steven Littrell, HE 3 to SHE B, Salem.

Thomas Lulay, SHE D to SHE F, Salem.

Daryl Morse, auto mechanic 1 to auto mechanic 2, Salem.

Dani Nelson, HE 1 to HE 2, Salem.

Ben Perkins, laborer 1 to HMW 1, Portland.

Bernard Perry, HMW 1 to HMW 2, Portland.

Thomas Petterson, SHE B to SHE C, Salem.

Susan Pettit, weighmaster to senior weighmaster, Hood River.

Darrel Plank, highway shop supervisor to highway shop superintendent, La Grande.

Durwin Ritter, HE 3 to program executive C, Salem.

Safety awards

Bend Weighmaster Crew; Bruce Ward, supervisor; 3 years.

Roseburg Engineering Crew; Roger Patitz, supervisor; 150,000 hours.

Drain Maintenance Crew; Bruce

Harrell, supervisor; 150,000 hours.

Elgin Maintenance Crew; Melvin Wood, supervisor; 350,000 hours.

Milwaukie Traffic Line Crew; Dave Taylor, supervisor; 50,000 hours.

On the job with John Davenport

By ANDY BOOZ
Managing Editor

Ideas--to create visual integrity, to go beyond words for a lasting impact--that's the challenge of the graphic artist.

As manager of ODOT Graphics, John Davenport had been a mentor of graphic artists, channeling their ideas, resources and artistic skills in the right direction.

Consider this:

Since the birth of the Highway Division nearly three-quarters of a century ago, Oregon's state road map had been produced in a traditional, flat map format. But in recent years, as Oregonians have turned to tourism to nurture the

'We have talented people with good ideas. That's critical in this shop.'

state economy, they have requested that more travel information and city maps be included.

John and his coworkers put their heads together and produced the Oregon Highway Atlas--the first such state publication in the nation.

"We were getting so many requests for additional information on the state map, but we were faced with only so much space," he says. "I knew there had to be a better way."

John welcomed the challenge of packaging the work of ODOT researchers, writers and photographers into a comprehensive and visually appealing publication. Getting to that point meant extra effort, sweat and long work hours. But in the long run, he considers it worth it.

"It's a new wave in mapping," John says. The map's 48 pages of travel and tourism information and full-color photographs inspire a visit to Oregon's territory.

To John, that's what makes his work fun: Fresh ideas and visual results.

Mapping Oregon's geography and roadways was John's initial draw to the Department of Transportation. It still is. After two dozen years in Graphics, his career is coming full circle.

He's taking his working knowledge of the Computer-Aided Design and Drafting system--developed through his Graphics experience--and using it to map Oregon's roadways in the Highway Division's

Mapping and Mileage Control Unit.

For John, the move is another challenge, another chance to turn some good ideas into a tangible product--with visual appeal.

"I've always been a creative person and have liked to do things with my hands that have a visual impact," he says. "In Graphics, we take a person's ideas and develop them into a visual product."

Perhaps not surprisingly, before joining Graphics nearly 24 years

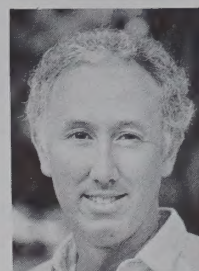
Department mapping geological areas and state highways. That temporary work turned into a permanent position.

"I liked it and saw no reason to leave. Besides, I liked the people I was working with," he says.

Meanwhile, he says that racing his speedboat at 70 mph "became kind of scary, so I got into something more safe: drag racing." John pulled together enough parts for a rail--a sleek piece of machinery

sometimes abbreviated deadlines and limited budgets--it also gave him a chance to better appreciate the graphic artists who practice their craft.

"We have talented people with good ideas. That's critical in this shop," he says. "And when the chips are down, they produce pretty darned well."



In Graphics, "it's important to have more than just the technical or graphic arts skills--you need creativity. That's something you don't acquire. You either have it or you don't."

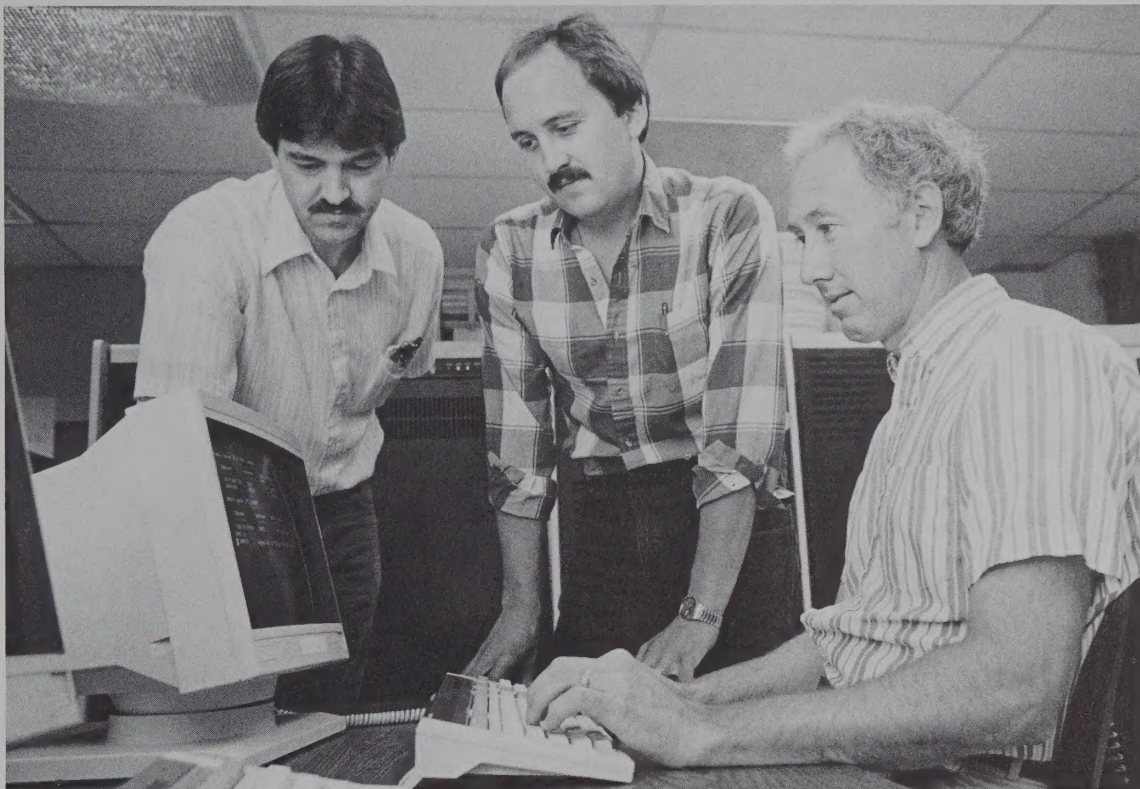
Being creative and fostering creativity in others doesn't mean managing with a heavy hand, John believes. "Working with creative people, I have to give them the latitude to be creative; if I don't, I'm going to stifle that."

"I like to see the responsibility for a project handled at the lowest possible

level--by the person who's actually doing the work. After I find out how large a project is and gauge how much time it will take to complete, I turn the client over to the person who's doing the work. That way, their communication and the quality of work are better."

Since he has been with Graphics, "The quality of our work has improved. It's now more comparable to what you might see in the private sector," he says. "In fact, the department as a whole is more professionally run and is being perceived as more professional these days."

John enjoys being part of making that difference. "I like to think that Graphics is the visual communications center for ODOT. If we can make the department look more professional, we've succeeded."



DESIGNING BY COMPUTER--John Davenport (at terminal) designs state highway maps by computer these days instead of by hand. His ODOT career has come full circle since he started with the Graphics Section nearly 24 years ago mapping geological areas and state highways. With John are Randy Jenkins (far left) and Dave Ringeisen (center), both of the Mapping and Mileage Control Unit.

ago, John considered a career as an architect. Over the years, he has spent his time away from ODOT pursuing his avocation. Among his construction projects: building three homes of his own, renovating homes and, in the late 1960s, constructing "everything, practically from scratch" at the Enchanted Forest, an amusement park south of Salem, with owner and former Highway employee Roger Tofte.

In 1964, John was into going fast.

He had just graduated from Salem Technical Vocational School (now Chemeketa Community College) with a degree in technical drafting and was caught up in racing his speedboat in Washington and Oregon. While waiting for a position to open up at Boeing aircraft company in Seattle, he took a summer job with the Highway

capable of reaching 160 mph in a quarter-mile--and raced it along the West Coast. That was when he liked to go fast. But times have changed.

"I don't have a need to go fast anymore, but I do like to keep my hands in the car business," John says. Twice every year, he visits the Woodburn drag races to watch fast cars and listen to the tires squeal.

As he slowed his pace, John stepped up his responsibilities at work, as assistant manager in 1977 and then, eight years later, as head of the Graphics Unit.

The supervisory responsibilities "took time away from my hands-on work, but gave me a different perspective of the operation," he says. While management meant new headaches--meeting clients' high expectations, while staying within

RETIREES REPORT

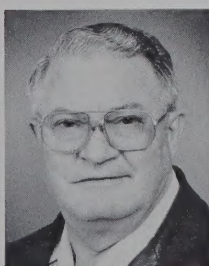
Howard C. Johnson, Corvallis, district engineer (district maintenance supervisor), Highway Division, retired in 1981.

After Howard retired that November, he spent the rest of the year working in Salem rewriting the Maintenance Manual.

When he first retired, Howard did a lot of playing. He and his wife took their motor home and headed South for the winters. They visited such places as Arizona, Southern California and New Mexico.

In 1985, Howard lost his 42-year-old son to cancer and has since then been raising his "two fine grandkids." The youngest is 18.

Howard has returned to work twice for the department since his retirement. "I enjoyed going back. But now, I'd rather be playing."



Stu Couper, Florence, project manager in the Environmental Section, retired in 1975.

Stu was the first person hired by the department to work on environmental impact studies. By the time he retired in 1975 the office had grown to 33 people.

During the first seven years of retirement, Stu traveled all across the United States. He and his wife, Darhl, made trips to Mexico and Alaska, and to Yellowstone National Park. They also own prop-

erty in Canada.

Since his wife passed away in 1984, Stu's lifestyle has slowed somewhat. He sold their boat and camper "because it's no fun to go alone," and he replaced them with a new hobby--reading science fiction books.

At 77, Stu remains in good health and spends time walking along the beach, sometimes in the company of his poodle. Stu occasionally visits his son and daughter, who live in the Willamette Valley.

CANDID COMMENTS

Are employee recognition programs, such as safety awards, important to you? Why?

Larry Jacobson
Deputy
Administrator
Parks Division
Salem



Larry Jacobson

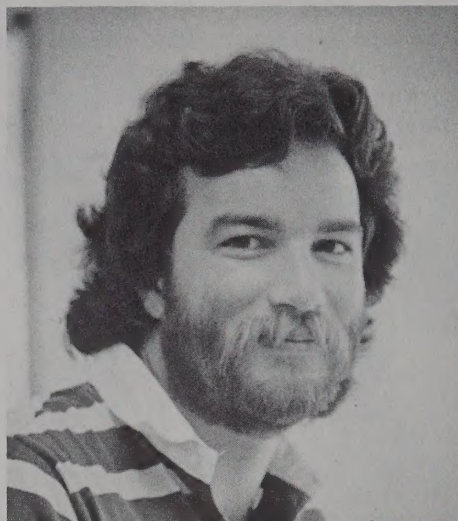
I do, for two basic factors. I think recognizing employees lets them know that management or their boss recognizes that they've done a good job or have worked in safe manner. And second, it lets their peers know that they've done a good job, and that's important.



Bruce Charter
Highway Maintenance
Worker 3
District 2B Extra Gang
Portland

Bruce Charter

I don't think there are enough of them, and they don't supply enough incentive. I do a safe job anyway, and the recognition programs don't affect my work. But even so, the awards programs are worth it and do help some people.



Daniel Boyle
Highway Engineer 1
Construction, Medford

Daniel Boyle

Sure, they are important to recognize employees for a job well done. They're an incentive for us to produce a better product and perform better in our jobs. They're good for our morale, too. We had a regional award winner in this office, and that was a pat on the back to get recognition from someone up the line.

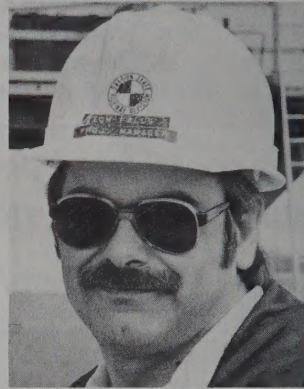


Lorry Schippers
Motor Vehicles
Representative 2
Pendleton

Lorry Schippers

Yes, they're wonderful. Other agencies don't always recognize their employees for doing a fine job, but ODOT really goes out of its way to praise when you do well. This year, our division has made a lot of changes in the PRIDE award--and they've made it a little tougher to win.

Tom Falls
Project Manager
Highway Division
Astoria



Tom Falls

The 3-E Award emphasizes that you should strive to do excellent work, but I've always tried to strive for excellence by doing things economically and efficiently. Employee recognition programs don't have an effect on me personally, and it doesn't make any difference to me whether we have them or not.



Glenn Lewis
Highway Maintenance
Worker 3
Warm Springs

Melody Petersen
DMV
Office Manager B
Motor Vehicles
East Eugene



Glen Lewis

The safety awards are important, but from what I've seen I don't think too much of the 3-E Award. They should put more emphasis on our safety programs directed at the public. I've been flagging on U.S. 26 near the Maupin junction for the last week, and I think the public should be made aware of what can happen out there.

Melody Petersen

Yes, they are. We've had two employees win PRIDE awards, and that was a real boost to their morale. Our employees are working hard to continue that good work in our office this next year, too. We've also been in the top 10 DMV field offices in the state for the past four years, and we're proud of that.



Sherri Frank
Personnel Analyst
Personnel Services
Section
Salem

Sherri Frank

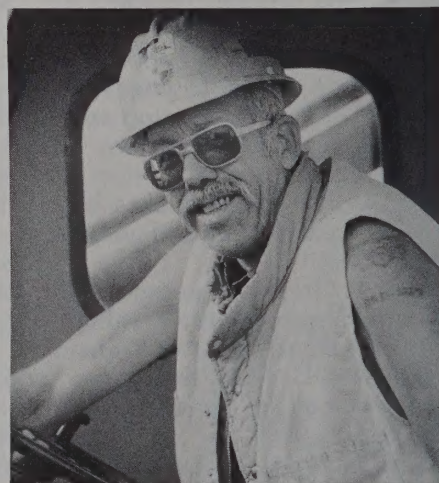
Oh sure, I think they're important, especially so because I'm with Personnel. In fact, all the programs that help support our employees are important. Generally, recognizing an employee's efforts is especially critical when an employee has personal problems.

Glenna Butler
Motor Vehicles
Representative 2
Cottage Grove



Glenna Butler

They really aren't important to me. I spend more time getting the proper information out to the public, and I haven't really gotten involved in employee recognition programs, such as the PRIDE award. I do my job because it's my job, not for recognition.



Dave Wilcox
Highway Maintenance
Worker 2
Maupin

Dave Wilcox

The Safety Awards Program, yes, that's important. Oh, I think it gives you a little more incentive to look before you leap, to be more cautious and plan ahead, if you know what I mean. The other employee recognition programs I've heard about through VIA. But the Safety Awards, why, I think that's a pretty good deal.